# Technical Proposal

## Waterbury State Office Complex

# Rood and Sellers

## Bast & Rood Architects I Sellers & Company Architects

**In Association With:**

William McDonough + Partners I Calthorpe Associates I Paul Goldberger

Renaissance Development Company I Engineering Ventures I PC Construction

**Contact : Macrae Rood**
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# Table of Contents


| | | |
|---|---|---|
| **Letter of Transmittal** | | 1 |
| **Executive Summary** | | 2 |
| **6.4.3 Evaluation Criteria** | | 3 |
| **Criterion 1** | | 3 |
| **Criterion 2** | | 5 |
| **Criterion 3** | | 11 |
| **Criterion 4** | | 11 |
| **Criterion 5** | | 13 |
| **7.2. Background** | | 13 |
| **7.3. Qualifications** | | 14 |
| **7.4. Recent and Relevant Project Experience** | | 14 |
| **7.5. Fee Structure** | | 17 |
| **7.6. Certificate of Compliance** | | 18 |
| **Appendix A** | **RFI Submittal** | 19 |
| **Appendix B** | **Team Member Biographies** | 45 |

Ms. Deborah Damore
State of Vermont
Department of Buildings and General Services
BGS Financial Operations
Office of Purchasing & Contracting
10 Baldwin St.
Montpelier, VT 05633-7501

December 6, 2011

Re: **Letter of Transmittal – Waterbury Office Complex RFP Response**

Dear Ms. Damore,

On behalf of Rood & Sellers I am pleased to submit the enclosed response to the *Waterbury Office Complex – Feasibility Study* RFP. Our team is excited to play a role in guiding the future of the complex. Through our initial explorations since the RFI we are certain that our combined talents will succeed in focusing and realizing the visions of all Vermonters who hold a stake in this opportunity.

I trust you will find this proposal to be clear and thorough. However, we would be pleased to meet with you and your peers in order to discuss our proposal in person and address any outstanding questions or concerns you may have.

Please feel free to contact us should you have any questions during your review. We are eager to commence the revitalization process and look forward to hearing from you.

Respectfully Submitted,

David E. Sellers, AIA
Rood & Sellers, Authorized Officer

**Executive Summary: A brief overview of the offered services**

The Irene flood has had a devastating impact on residents and workers in Waterbury. It has also created an opportunity for a vibrant community to rebound – and to flourish with a fresh and healthy new vision for the future.

We join the State in the belief that the Waterbury State Office Campus (WOC) is a vital and strategic resource for all of Vermont. Revitalization of the campus and its surrounding community in a sustainable manner will provide a basis of positive return for generations of Vermonters.

We are convinced that a variation of the "multi-use" option is the preferred solution for the campus restoration. This will allow many state employees to return to the campus and will offer the state the flexibility to place some employees, departments or agencies in off-site locations that make more sense for their missions. A multi-use solution will also allow the campus to expand beyond a homogeneous state office park and provide space for other uses that will complement the Town and, potentially, add cultural and commercial dimensions to the campus that are currently absent. This is the vision that our team began to explore in our RFI response submitted in November.

Our team includes leading experts in master planning, sustainable design, renewable energy, construction, project management, engineering, historic preservation, economic analysis, building design and visioning of the future. This team is directed by experienced Vermont personnel with a deep understanding of the state and an ability to manage the project within our familiar arena. Our acclaimed national personnel bring the special expertise required for an exemplary project. Together, this broad team is prepared to focus its skills on the future of Waterbury to initiate the positive/prosperous evolution of the WOC.

**Descriptive narrative approach to providing services as outlined in Sections 2.1 and criterion identified under Section 6.4.3**

**6.4.3. EVALUATION CRITERIA:**

**Criterion 1:** Credentials and Qualifications (demonstrated knowledge and expertise):

- *Has team had experience with similar master planning projects of this scope and magnitude?*

  Sellers & Company Architects has decades of experience with similar projects. Most notably, Sellers & Co. has completed projects including the Burlington Urban Design Study, Maple Tree Place in Williston (with Citizens for Responsible Growth), master plan for Dr. Patch Adams' Gesundheit Institute in West Virginia and numerous other projects such as Cass Corridor in downtown Detroit and the Seattle Waterfront.

  Calthorpe & Associates is one of the premier planners in the world and is added to our team for its international expertise. In recognition of Mr. Calthorpe's work he was awarded the prestigious J.C. Nichols Prize for visionaries in urban development.

  William McDonough + Partners combines systems thinking with the latest research to work with designers and owners in developing specific, holistic and practical solutions to challenges faced at all stages of project development, from pre-design to post-occupancy. We will help focus resources on the things that matter most and ensure that every action is socially, ecologically and economically beneficial. Our community design portfolio includes several projects similar to the Waterbury Office Complex including the Fuller Theological Seminary Long Range Master Plan (2009), where we shepherded the master plan through what has historically been a challenging public review process, successfully addressing zoning, historic preservation, and traffic concerns to receive unanimous approval from the Pasadena, California City Council. Our award winning Park 20|20 Master Plan (2010) creates a 1,225,000 square foot mixed-use development in The Netherlands that synthesizes the issues of access and mobility, connectivity, passive and integrated energy, and water and waste management systems. Currently, William McDonough + Partners is collaborating on the design of a Conceptual Master Plan for a new 140-acre community at Golden Gate Fields that would include the Second Campus of The Berkeley Labs, an expansion of the Lawrence Berkeley National Labs (LBNL).

- *Has team had experience with LEED rated system projects?*

  William McDonough and several of our staff members were instrumentally involved in the establishment of USGBC and the LEED rating system from its inception. Many of our projects, including the Adam Joseph Lewis Center for Environmental Studies at Oberlin College, were completed prior to the establishment of LEED and, though not certified, continue to be used as benchmarks for sustainable building design. William McDonough + Partners

developed criteria to frame Make It Right's environmental mission, using Cradle to Cradle thinking to outline design and systems performance requirements for each home, achieving the goal of LEED Platinum certification for all of the houses. According to the US Green Building Council, Make It Right (New Orleans, Louisiana) is building the largest, greenest neighborhood of single family homes in America. William McDonough + Partner's list of LEED certified projects includes the LEED Platinum Bernheim Arboretum Visitors Center (completed in 2005), the LEED Gold Ford Rouge Visitors Center (completed in 2003), and the LEED Gold Sarah Heinz House (completed in 2007). Already the recipient of several green building awards, including GSA's 2010 Award for Green Innovation, NASA's Sustainability Base (opening January 2012) is on track to achieve a LEED Platinum rating and its performance will be beyond LEED Platinum levels in several categories.

In addition to William McDonough + Partners' wealth of experience, Bast & Rood Architects, Engineering Ventures and PC Construction have considerable experience with LEED rated projects.

- *Has team had experience with high efficiency energy projects? If so, make sure you identify what metric was used to measure/verify the "high energy" efficiencies.*

High efficiency energy projects have been a core component of William McDonough + Partner's work since the firm's inception. Completed in 1997, the 901 Cherry offices in San Bruno, California (originally designed for Gap, Inc. and now home to YouTube, a Google-owned company) was a pioneer in the integrated use of daylighting, a raised floor plenum and underfloor air delivery, natural ventilation, and an extensive grass roof. In addition to the operational savings accrued within the client's first years of occupancy, the highly integrated design ultimately earned the building recognition from Pacific Gas and Electric as the second-most energy efficient building in the state, one that exceeds California's strict energy requirements by 30%. Recently, Google has reported 901 Cherry as its highest performing building. Described by *The New York Times* as 'the most remarkable of a new generation of college buildings" and by the U.S. Department of Energy as one of the 30 'milestone' buildings of the 20th century, William McDonough + Partner's design for The Adam Joseph Lewis Center for Environmental Studies at Oberlin College in Ohio is recognized by NREL and DOE as a Zero Energy or Energy Positive building. Opening in January 2012, NASA Sustainability Base is predicted to use 55% less annual energy over the Title 24 base case. Ultimately, the facility will generate 22% more energy than it needs to operate.

Bast & Rood Architects' most recent residential project is rated "five star plus" by Energy Star, with a HERS rating of 42. Most Bast & Rood projects incorporate high energy efficiency, including the Northern Power Building (currently housing 100 ANR employees) which was the winner of the "Better Buildings by Design" competition in 2004.

- *Has team had experience with historic building analysis and restoration?*

  Bast & Rood Architects' projects often incorporate historic building analysis and restoration as part of their mission to revitalize existing downtowns. Projects include the recently completed Craftsbury (VT) Academy, City Market, in Burlington, which incorporates an old creamery, Two Rivers Center for Sustainability in Montpelier (former Davis-Dimmock house), St Albans House (former four story hotel), Hinesburg Town Hall, Lantman's Grocery Store in Hinesburg and the Mountain View Grand Hotel in Whitefield NH. Bast & Rood was honored by "Inherit Hew Hampshire" in 1997 for "effective and innovative preservation of the Whitefield Station and Frank's Store".

  Sellers & Co. with Bast & Rood designed the new Pitcher Inn (Warren, VT) that replaced the five historic connected buildings that defined the east side of the historic town plaza. A devastating fire consumed all five buildings. A totally new Pitcher Inn was designed to recognize the past, present and future of historic designs and, consequently, received an award from the AIA for one of the best designs in Vermont in the past 50 years.

  Engineering Ventures has substantial experience and a strong reputation with historic buildings. Two of Engineering Ventures' principals have focused substantially on historic preservation projects for over 25 years in Vermont using thorough field documentation techniques and a practical approach to developing repairs. Engineering Ventures has performed hundreds of public and private building assessments throughout Vermont, New Hampshire, and New York.

- *Has team had experience with flood proofing existing and/or new buildings?*

  Engineering Ventures has extensive experience involving waterproofing and flood protection for buildings located in flood-prone areas and along waterfronts. Engineering Ventures' most pertinent example of recent work is the Burnham Hall project in Lincoln, VT. This historic building was retrofitted with flood protection measures such that during the recent hurricane water was well up on this protection at the windows and doors of the lower level and the protection proved invaluable. As part of this project Engineering Ventures was responsible for interior measures to resist the hydrostatic pressures created.

**Criterion 2:** Strength of Design Team (proposing firm and sub-consultants):

- *Team shall designate, in writing, a Team Leader to serve until the expiration of any resulting Contract.*

  The designated Team Leader for purposes of communication and coordination is L. Macrae Rood; contact information as follows:

  Mac Rood
  Bast & Rood Architects
  P.O. Box 220
  Hinesburg, VT 05461
  Tel: (802)482-5200
  Email: rood@madriver.com

- *Has the team won any awards for green building design or energy conservation?*

  Bast & Rood Architects:

  Northern Power Systems Headquarters, Waitsfield VT was the winner of the Better Buildings By Design "Innovation in Integrated Design" 2004 competition sponsored by Efficiency Vermont. It was cited for "...the most innovative approach to integrate energy efficiency improvements into a comprehensive, high performance design".

  William McDonough + Partners:

  In 1996, William McDonough became the only individual to receive the Presidential Award for Sustainable Development, the highest environmental honor ever given in the U.S. In 2003, he received a second award from the White House, the Presidential Green Chemistry Challenge Award, for his work in science and industrial production. In 2004, he received the U.S. National Design Award, the highest design award in the United States. In 1999, Mr. McDonough was named "Hero of the Planet" by *Time* magazine, and later in 2007, "Hero of the Environment."

  Additionally, the firm has received more than 50 national, regional and local awards for design and sustainability; and has been recognized in publications globally for our pioneering work in the green building industry.

  Engineering Ventures:

  Engineering Ventures has won numerous awards for green building design including awards from Efficiency Vermont Better Buildings by Design for a renovation & retrofit at the Lund Family Center, Burlington, VT, the new construction of the Dudley H. Davis Student Center at the University of Vermont, Burlington, VT, and the new construction of the Seventh Generation Headquarters in Burlington, VT. The firm has also been awarded an Excellence in Sustainable Design and Development Award for the Headquarters and Visitors Center at the Missisquoi National Wildlife Refuge.

- *Has the team demonstrated that they have a solid understanding of the technical aspects of the project?*

  Our team has demonstrated expertise in all required technical facets of this project.

  Structural and civil engineering will be handled by David Boehm, P.E. of Engineering Ventures. This is one of the premier engineering firms in the state and has demonstrated expertise in evaluation of structural integrity, soil and bearing conditions, flood proofing requirements, water and wastewater management and stormwater management.

  During the feasibility study project, William McDonough + Partners will actively engage in charrettes and workshops, providing thought leadership and support to the design team. In the anticipated future phases, William McDonough + Partners will lead energy management, renewable energy, sustainability, material

evaluation and environmental assessment. William McDonough is a designer, architect, and pioneer in the sustainability movement. He is a thought leader and co-creator of the Cradle to Cradle® approach to design.

Economic assessment will be conducted by Renaissance Development Corporation. Renaissance will provide technical analysis including financial feasibility analysis, market and legal analysis, permitting and project coordination.

Construction scheduling and cost estimating will be provided by PC Construction (formerly Pizzagalli Construction Co.), one of the largest construction companies in Vermont.

- *Has the team worked together before?*

  Bast &Rood and Sellers & Co. have worked together at various times over the last 38 years. Recent collaborations include the Pitcher Inn in Warren, VT and Huseby House at the Putney (VT) School as well as the initial design for the Lodge at Lincoln Peak.

  Rood and McDonough have worked together on multiple projects over the last 42 years, including Mad River Hydro (hydroelectric development company in Vermont), housing for Lakota Indians in South Dakota, and a housing project in Israel thwarted by the first Iraq War.
  Engineering Ventures has worked on projects over the last 10 years with both Bast & Rood and Sellers & Co, including Green Street, a "Smart Growth" community design in Hinesburg VT.

  Sellers & Co. and Calthorpe Associates have worked together since 1978 on multiple projects, including the H.U.D. Solar Cities project and working with the State of California for mixed-use development within the Sacramento state capitol complex.

  Sellers & Co. and PC Construction have worked together on multiple large projects, including preliminary designs for the Lodge at Lincoln Peak, the historic Lake Placid Lodge, and a large, historic private camp in the Adirondacks.

- *What experience has the team had with designing buildings to "Advanced Buildings" protocol and "High Performance Design Guidelines"?*

  Bast & Rood's Northern Power Systems Headquarters in Waitsfield was designed according to "High Performance Design Guidelines". Both Williamstown Middle High School and Craftsbury Academy have served as pilot projects for a High Performance Design Guideline tailored specifically to schools.

  In 2009, William McDonough + Partners completed a feasibility study and program of requirements for the renovation of the Richard H. Poff Federal Building in Roanoke, Virginia, one of the first projects to receive ARRA monies for High Performance Green Buildings (HPGB). The firm has subsequently been

retained as design consultant for the project. The Adam Joseph Lewis Center in Oberlin, Ohio is recognized by NREL and DOE as a Zero Energy or Energy Positive building. The firm's design for the Park 20|20 master plan, including the seven buildings within the park, is designed to meet and exceed BREEAM standards, as well utilize Cradle to Cradle thinking at a building and campus scale. William McDonough + Partners' residential studio designed a small organic farm in Northern California that will be a net energy exporter and includes comprehensive rainwater and graywater harvesting. Currently under construction, the project is on target to receive LEED Platinum certification and is a pilot project in the Sustainable Sites Initiative™ (SITES™).

Engineering Ventures has experience with the "Advanced Buildings" protocol and the "High Performance Design Guidelines" and has applied them to many projects including the State of Vermont Public Safety Building within the WOC, the Downtown Bennington State Office Building and the Vermont Secretary Of State Archive and Records Administration Building in Middlesex, VT. Additionally, Robert Neeld, President of the firm, served on the development team for the BGS Guidelines.

- *Has the team successfully designed biomass heating or co-generation facilities?*

Bast & Rood's renovation of Williamstown Middle High School includes a new wood chip boiler heating system and the Craftsbury Academy project is heated by wood pellets. Rood & McDonough developed one megawatt of hydroelectric capacity in Vermont in the 1980's.

David Sellers co-founded Northern Power Systems, Inc. (formerly Northwind Power).

Engineering Ventures incorporated wood chip boilers into the National Life Building in Middlesex, VT and Mount Anthony Union High School in Bennington, VT.

William McDonough + Partners has incorporated biomass heating and co-generation facilities in several designs.

The North Innisfil Concept Plan in Ontario, Canada, incorporates the best of emerging urban planning approaches, employing an integrated and systems-based conceptualization process to consider innovative approaches to energy, storm water, waste, and transit. The plan provided analysis for an "optimized" energy scenario where 76% of the development's yearly energy supply could be generated by a CHP system fired on purchased wood pellets or on-site energy crops such as willow or poplar. Biomass or natural gas boilers were also recommended to supplement the hot water loop during peak load conditions.

The Alkimos Concept Master Plan was created as part of a competitive bid to develop a new community on the western coast of Australia. The vision that land authority established for Alkimos is "a master-planned community of global significance that is moving towards carbon-neutral living." William McDonough + Partners led a distinguished international team of planners, architects, engineers and other specialist to create master planning framework for evolutionary

development that defines a path toward carbon neutrality, phasing in land uses with sustainable energy (including biomass), water and waste strategies as they become technologically and financially viable.

- *Has the team had experience with ground water source heating and cooling systems?*

  William McDonough + Partners has incorporated groundwater source heating and cooling systems in several projects:

  The High-Performace HVAC system at NASA Sustainability Base was developed around a hydronic radiant heating/cooling thermal delivery system supplemented by an underfloor ventilation-only air system. The radiant system connects to heat pumps tied to a geothermal field. By using the constant temperature of the earth as a heat sink, water can be pre-cooled or pre-heated, which realizes significant energy savings.

  Renewable energy sources provide 30% of the total supply at Nike's European Headquarters in The Netherlands, completed in 1999, due in large part to one of northern Europe's largest geothermal heating and cooling systems.

  Park 20|20 reflects a site systems approach to design and implementation. Early conceptualization of energy systems, water systems, and waste strategies will ensure a healthier, more integrated working community. The development includes a centralized energy system, campus-wide ground source loop w/ thermal storage, combined heat and power (biogas), renewable energy, an integrated stormwater system, and regenerative landscapes. Office wastewater and restaurant green wastes are treated in a solar aquatic waste-treatment system within a centralized facility on-site. Biogas from the wastewater treatment powers the turbines for electricity. Heat generated in the process produces hot water for the hotel.

  Envisioned as a factory like a garden, the P&G manufacturing facility in Taicang, China will demonstrate Cradle to Cradle® thinking by achieving a zero carbon footprint, water neutrality and eliminating landfill waste by 2015. With a targeted LEED Platinum administration building and LEED Silver manufacturing facility, the project is designed to be renewably powered with onsite solar and wind solutions including PV shading canopies and wind turbines, as well as Ground Source Geothermal and Solar Hot Water systems for the Admin building.

  The Woods Hole Research Center Gilman Ordway Campus features systems, siting, and orientation that all draw upon the natural energy flows of the sun, earth, and wind, while integrated design strategies, including spaces conditioned by a ground source heat pump system, allow the building to operate with dramatically reduced energy consumption—up to 60 percent below energy code.

- *Has the team had experience with large scale solar PV systems?*

  Bast & Rood Architects integrated a 32 kilowatt tracking PV array into their Green Street project in Hinesburg, VT.

Engineering Ventures' solar projects include the site and civil design at the New Haven Cross Pollination Solar Farm in New Haven, VT and structural evaluations, feasibility studies and design for roof-mounted solar arrays for commercial and institutional facilities throughout Vermont and the northeast.

William McDonough + Partners has incorporated large scale PV systems at Park 20|20 where sustainable design strategies are integrated at building and site scale to promote climate change goals. Most horizontal surfaces at the 114,000 square meters mixed-use development are envisioned as either photovoltaic for renewably sourced energy production or as green roofs to support biodiversity.

The Adam Joseph Lewis Center for Environmental Studies at Oberlin College in Ohio features a 45-kw roof-mounted photovoltaic array that was installed as part of original construction. With a second, 100 kW array installed over the parking lot in 2006, the site became a net energy exporter, producing 30 percent more energy than it needs to operate and sharing this excess energy with the community.

The Woods Hole Research Center Gilman Ordway Campus in Massachusetts features a grid-connected, net-metered 26 kilowatt photovoltaic array atop roof and front porch with web-based real-time performance monitoring.

- *Does the team include the services of a qualified architectural historian?*

The team includes two highly qualified historians. Paul Goldberger is a Pulitzer Prize winning journalist in architectural and historic preservation. He lectures widely around the country on the subjects of architecture, design, historic preservation and cities. He has taught at both the Yale School of Architecture and the Graduate School of Journalism at UC Berkeley. Mayor Rudolph Guiliani presented him with the NYC Landmark Preservation Commission's Preservation Achievement Award in recognition of the impact of his writing on historic preservation in New York.

Emily Wadhams is a historic preservation professional with over 30 years of experience in all aspects of the field from real estate development to public policy advocacy. Ms. Wadhams served for seven years as the Vice President for Public Policy at the National Trust for Historic Preservation, a national non-profit organization with its headquarters in Washington, DC. From 1998 through 2003 she served as the State Historic Preservation Officer for the State of Vermont, which housed the Vermont Downtown and Village Center Program. She currently serves on the Vermont Housing and Conservation Board and the Washington, DC-based Smart Growth America Board.

**Criterion 3:** Ability to Meet Schedule:

- *Has the team established a detailed schedule for the project?*

  An eight-week project requires hitting the ground running and working at full tilt. We will start with a design charrette during the first week and develop a detailed, realistic schedule based on input from stakeholders and charrette participants.

- *Does the team have sufficient staff to perform in a timely manner?*

  Bast & Rood Architects and Sellers & Co. Architects have a combined total of 15 people available to work on the project in addition to the staffs of McDonough + Partners, Calthorpe Associates, Renaissance Development, Engineering Ventures and PC Construction.

- *Can the team produce reports, documents and drawings within the desired time frame?*

  All team members have excellent track records of producing high quality work in a timely manner.

**Criterion 4:** Project Approach:

- *Has the team identified how they will approach the project?*

  Our response to the RFI identified a mixture of uses that, when deployed, will activate a vibrant and economically viable long term future for the RECREATION CROSSROADS of Vermont. The protection of the town from future flooding, the stabilization or elimination of specific buildings and the flood protected construction of new facilities will place the State properties in the strongest possible configuration for future generations.

  Our response for the 8 week design and planning stage will verify and prove the uses we identified, and confirm and evaluate alternatives as they emerge from the process.

  We have identified at least eight project components that need to be addressed in a successful design solution to the Waterbury Office Campus:

  1) Proposed use of the buildings
  2) Flood protection
  3) Structural analysis of all buildings
  4) Historic preservation concerns for all buildings and for the campus as a whole
  5) Economic and market analysis for proposed uses
  6) Arrangement of buildings and logical sequence of open spaces on the campus
  7) Environmental, health and energy concerns
  8) Costing of the various designed elements.

Our approach to this project is to assemble a team of the most qualified individuals and firms in the country able to address each of these identified components.

In the first week our full team will collectively brainstorm design solutions that focus on opportunities and functions. We will solicit input from as many stakeholders as possible to inform our solutions (legislators, state employees, administration, town officials). The comprehensive design approach that emerges from the first week will be fleshed out in detail by individual team members over subsequent weeks.

Over the next weeks team members will produce clear documentation (drawings, reports, models, etc.) as required to illustrate design solutions. Several times during the design stage the team will present and discuss alternatives with state agencies and other interested parties.

At the end of the eight week project, the state will have a schematic design solution for each identified problem, and will be in a position to move forward with some or all of them, as priorities allow.

In the just concluded RFI process, our team identified a recommended approach for the WOC project. We believe more than ever that this approach should include a mixed use program, to include *state offices, educational facilities, an arts center, and an anchor facility such as a sports center.* Surrounding *the entire complex we propose a berm or levee as a landscaping feature and bike path. This would protect not only the WOC, but the entire downtown of Waterbury.*

The team will be anchored by two Vermont architectural firms, **Bast & Rood Architects and Sellers & Company Architects**, that have a track record for visionary architecture and planning, for delivering great projects on time, on budget, with solid environmental credentials, and for managing teams of talented experts.

**William McDonough + Partners** has a world-wide reputation for visionary sustainable, healthful, energy efficient design. Their Cradle to Cradle® approach to design will be a benchmark for the WOC project.

**Calthorpe Associates** is a world renowned community and regional planning firm.

**Engineering Ventures** provides civil and structural engineering unsurpassed in Vermont. They will evaluate the structural integrity of WOC buildings and will design flood-proofing techniques for the campus.

**Renaissance Development** combines the ability to perform rigorous economic and legal analysis of the project – and its market potential – with expertise in historic preservation.

**PC Construction** has intimate up to date familiarity with current costs of construction in Vermont and the proven ability to execute large scale projects.

- *What difficulties have they identified?*

The challenges surrounding this project will relate to general tensions between competing, equally important goals. There will be a tension between the need to quickly house displaced state employees and the need to take a considered and thoughtful approach to the rehabilitation. There will be a tension between the need to preserve historic structures and the need to redevelop the campus in an economical and energy efficient manner. The environmental need to preserve flood plains and floodways will conflict with the financial interest to protect the maximum amount of developable property, both within the WOC and throughout the town as a whole.

- *How will they address those difficulties?*

These challenges and others will be addressed through thoughtful yet efficient design, through phasing and critical path management and through discussions with all stakeholders (legislators, agencies, end-users). There is no magic bullet to solve all challenges, but by bringing the best people possible together to meet these challenges we believe that this project will be a model for the responsible redevelopment of downtowns.

**Criterion 5:** Fee Structure:

- *Is the fee structure competitive?*

Yes. Our proposed scope of work and resulting fees are as we deem to be necessary in order to thoroughly analyze the challenges at hand and to optimize the benefits of any proposed solution.

**7.2. BACKGROUND:** *Provide a description of your background, organizational history, size and years in business. In addition, please include the following:*

- *Name of firm:* Rood & Sellers
- *Form of business entity:* Joint venture b/t Bast and Rood Architects and Sellers and Company Architects
- *State of incorporation:* Unincorporated Joint Venture
- *Home office address* P.O. Box 220
  Hinesburg, VT 05461
  (802)482-5200

Rood and Sellers have worked together on numerous projects over the past thirty eight years and have fifteen people available to dedicate to the project, in addition to personnel of subcontracting firms.

**7.3. QUALIFICATIONS:**

- *During the last five (5) years, has the Architectural/engineer design firm or any sub-consultant had a contract terminated for any reason? If so, submit full details.*

  No.

- *During the last five (5) years, has the Architectural/engineer design firm or any sub-consultant been assessed any penalties under any existing or past contracts?*

  No.

- *During the last five (5) years has the Architectural/engineer design firm or any sub-consultant been the subject of any order, judgment or decree of any federal or state authority barring, suspending or otherwise limiting the right of the Architectural/engineer design firm/sub-consultant to engage in any business, practice or activity.*

  No.

- *Provide a list and summary of any pending or threatened litigation, administrative or regulatory proceedings and provide a statement whether such actions could affect your ability to perform the required services.*

  Not applicable.

**7.4. RECENT AND RELEVANT PROJECT EXPERIENCE:** *The Architectural/engineer design firm or sub-consultant shall provide the following information as evidences of its experience in delivering services such as those being sought under this RFP. Architectural/engineer design firm shall provide all information listed below:*

Bast and Rood Architects

| | |
|---|---|
| *Project Name:* | Northern Power Systems Headquarters |
| *Client:* | 243 Mad Meadows Rd.<br>Warren, VT 05674 |
| *Contact*: | Jito Coleman<br>(802)496-5209 |

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|---|---|
| *Project Name:* | Craftsbury Academy Renovations |
| *Client:* | Craftsbury School Board<br>Craftsbury Common, VT 05827 |
| *Contact*: | Harry Miller, School Board<br>(802)586-9972 |

Sellers and Company Architects

*Project Name:* Gesundheit Master Plan, with five building designs
*Client* Gesundheit Institute
Locust Creek Rd.
Hillsboro, WV 24946
*Contact*: Dr. Patch Adams, M.D.
(703)525-8169

*Project Name:* The Inn at Newport Ranch
*Client* Jackson-Grube Family, Inc.
P.O. Box 430
Middlebury, VT 05753
*Contact*: Willard Jackson
(802)462-3445

William McDonough + Partners

*Project Name:* NASA Sustainability Base
*Client:* NASA Ames Research Center
Mail Stop I:200-3
Moffett Field, CA 94035
*Contact*: Steven Zornetzer
(650)604-2800

*Project Name:* Google Architecture and Sustainable Design Elements
*Client:* Google
2400 Bayshore Parkway
Mountain View, CA 94043
*Contact*: George Salah
(650)623-4445

Calthorpe Associates

*Project Name:* Envision Bay Area
*Client:* Silicon Valley Community Foundation
2440 West El Camino Real, Suite 300
Mountain View, CA 94040
*Contact*: Margot Rawlins, Initiative Officer
(650)450-5400

*Project Name:* Ann Arbor Downtown Development Strategies

*Client:* Minneapolis Park and Recreation Board
2117 West River Rd.
N. Minneapolis, MN 55411
*Contact*: Jayne Miller
(612)230-6400

Paul Goldberger

"Project experience" not applicable; Mr. Goldberger is an architectural historian and critic for the New Yorker Magazine.

Renaissance Development Company (Andy Broderick, Jeff Glassberg & Emily Wadhams)

*Project Name:* Richford Main Street Mill and Community Housing
*Client:* Housing Vermont
123 St. Paul St.
Burlington, VT 05401
*Contact*: Nancy Owens
(802)863-6424

*Project Name:* Middlebury South Village
*Client:* Middlebury South Village, LLC
*Contact*: Steve Reid, Managing Member
(802)276-3722

Engineering Ventures

*Project Name:* Burnham Hall
*Client:* 52 East River Rd.
Lincoln, VT 05443
*Contact*: Steve Harris
(802)453-6384

*Project Name:* Waterbury Environmental and Ag Land Building
*Client* State of Vermont
103 Main St.
Waterbury, VT 05671
*Contact*: John Ostrum
(802)828-5652

PC Construction

*Project Name:* CVPH Medical Center
*Client:* 75 Beekman St.
Plattsburgh, NY 12901

| | |
|---|---|
| *Contact*: | Chris Booth<br>(518)562-7449 |
| *Project Name:* | UVM Living and Learning Center Housing Renovations |
| *Client:* | University of Vermont<br>85 South Prospect St.<br>Burlington, VT 05405 |
| *Contact*: | Paul Lynn<br>(802)656-7923 |

**7.5. FEE STRUCTURE:** Price Schedule enclosed in Cost Proposal

**7.6. CERTIFICATE OF COMPLIANCE:** Enclosed

**RFP/PROJECT: Waterbury Office Complex – Feasibility Study**
**DATE: November 10, 2011**

## CERTIFICATE OF COMPLIANCE

**This form must be completed in its entirety and submitted as part of the response for the proposal to be considered valid.**

**TAXES:** Pursuant to 32 V.S.A. § 3113, bidder hereby certifies, under the pains and penalties of perjury, that the company/individual is in good standing with respect to, or in full compliance with a plan to pay, any and all taxes due to the State of Vermont as of the date this statement is made. A person is in good standing if no taxes are due, if the liability for any tax that may be due is on appeal, or if the person is in compliance with a payment plan approved by the Commissioner of Taxes.

**INSURANCE:** Bidder certifies that the company/individual is in compliance with, or is prepared to comply with, the insurance requirements as detailed in Section 7 of Attachment C: Standard State Contract Provisions. Certificates of insurance must be provided prior to issuance of a contract and/or purchase order. If the certificate(s) of insurance is/are not received by the Office of Purchasing & Contracting within five (5) days of notification of award, the State of Vermont reserves the right to select another vendor. Please reference the RFP and/or RFQ # when submitting the certificate of insurance.

**CONTRACT TERMS:** The undersigned hereby acknowledges and agrees to Attachment C: Standard State Contract Provisions and Attachment D Additional Terms and Conditions for Architectural and Engineering Services.

**TERMS OF SALE:** The undersigned agrees to furnish the products or services listed at the prices quoted. The Terms of Sales are Net 30 days from receipt of service or invoice, whichever is later. Percentage discounts may be offered for prompt payments of invoices, however such discounts must be in effect for a period of 30 days or more in order to be considered in making awards.

**FORM OF PAYMENT:** Would you accept the Visa Purchasing Card as a form of payment? ____ Yes X No

Insurance Certificate(s): Attached _____ Will provide upon notification of award X

Delivery Offered: 60 days after notice of award Terms of Sale: NET 30 DAYS (If Discount)

Quotation Valid for: 45 days Date: 12/5/11

Name of Company: Bast + Rood Architects Contact Name: L. Macrae Rood

Address: PO Box 220 Fax Number: 802 482 3953

Hinesburg VT 05461 E-mail: rood@madriver.com

By: _____ Name: L. Macrae Rood

Signature (Bid Not Valid Unless Signed) (Type or Print)

---

All returned quotes and related documents must be identified with our request for quote number.

# Appendix A

RFI Submittal

**Response to Request for Information for Waterbury State Office Complex**

# Rood and Sellers

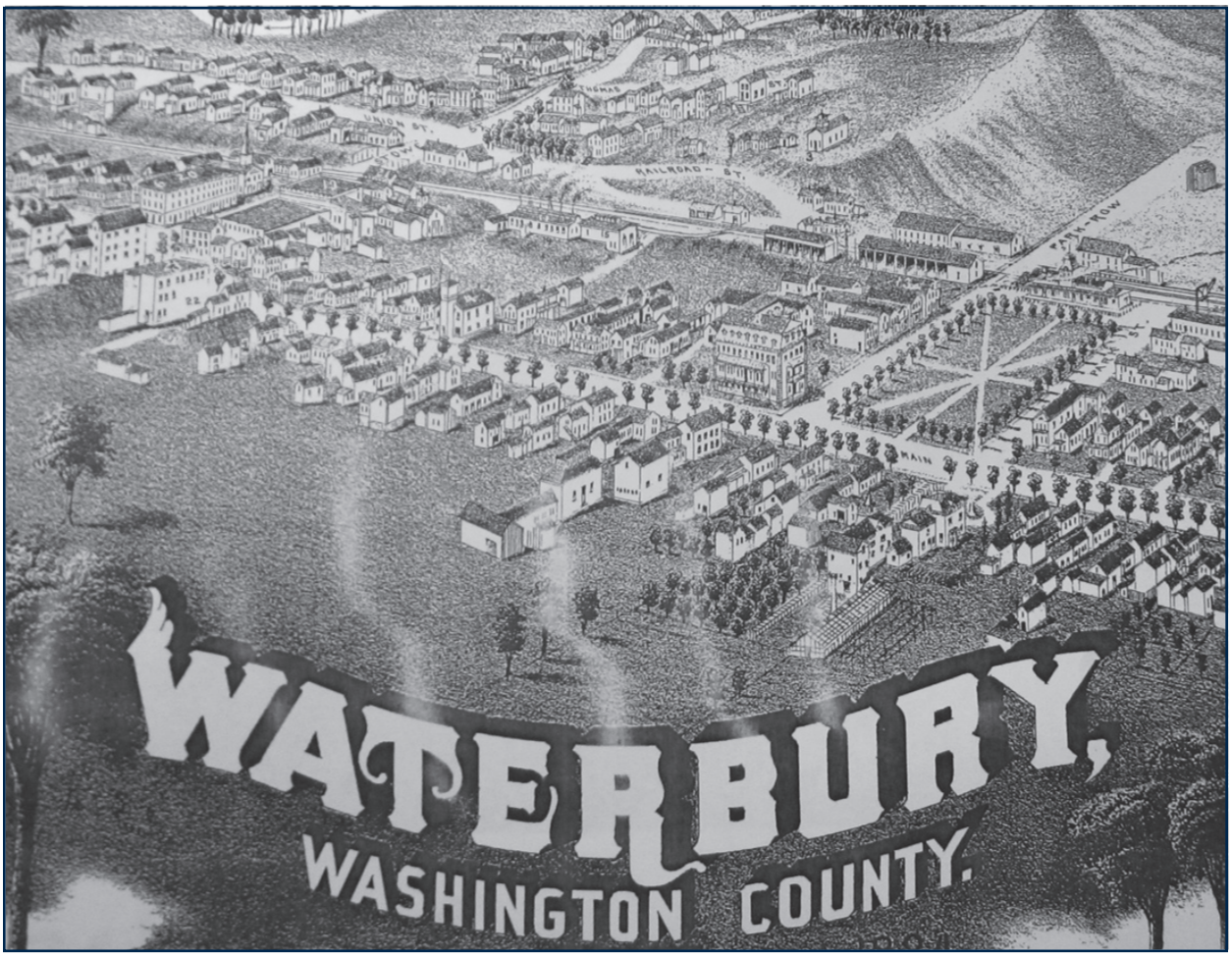
## Bast & Rood Architects I Sellers & Company Architects

**In Association With:**

Engineering Ventures I William McDonough + Partners

Calthorpe Associates I PC Construction

**Contact : Macrae Rood**
Bast & Rood Architects
t. 802.482.5200
f. 802.482.3953
Box 220, Hinesburg, VT 05461
rood@madriver.com


WATERBURY,
WASHINGTON COUNTY.

# TABLE OF CONTENTS

**A. Cover Page** ..... **Cover**

Table of Contents .....**3**

Introduction .....**4**

**B. Experience** .....**5**

Company Information .....**5**

Years of Practice .....**5**

Partnership Organization .....**5**

Implementation Experience .....**6**

**C. State Responsibility** .....**7**

**D. Appendix – Background & Initial Concepts** .....**8**

I. Waterbury State Office Complex: Worth Saving? .....**8**

II. Problems to be Solved .....**9**

III. Directions & Concepts .....**11**

IV. Figures .....**15**

Exhibit #1 – Concept Plan .....**16**

Exhibit #2 – Overall Masterplan.....**20**

Exhibit #3 – Flood Berm Plan .....**21**

Exhibit #4 – Flood Berm Estimate .....**22**

Exhibit #5 – Typical Building Section .....**23**

Exhibit #6 – Engineering Ventures Statement .....**24**

# INTRODUCTION

The holistic reconsideration and adaptation of the WSOC is a rare opportunity in the life of any set of buildings. A catastrophic natural event has caused the complex to be vacated, and the chance is here now to explore and implement concepts that will carry the complex and the town of Waterbury forward into the end of this century. Any set of solutions should have the flexibility to maintain utility and value to Vermont for at least the next fifty years.

This response begins by considering on a global scale the size of the complex, its local and regional contributions, its current assets and the continual investment made by Vermonters over the years. It concludes by offering preliminary direction speaking to potential uses and configurations that can offer exciting and durable revitalization. To this end the response includes a discussion (see Appendix D) that is divided into the following three sections:

I. Why is the complex worth saving?
II. What are the key problems?
III. What kinds of solutions might be embraced?

# B. EXPERIENCE

## A. PROFILE

### 1. Company Information

The Rood & Sellers team is a collaboration of six professional design, planning, engineering and construction offices. The lead design team includes the following two firms:

**Bast and Rood Architects**
P.O. Box 220
Hinesburg, VT 05461
Contact: L. Macrae Rood, Partner
Tel: (802)482-2804
Email: rood@madriver.com

**Sellers and Company Architects**
P.O. Box 288
Warren, VT 05674
Contact: David E. Sellers, Owner
Tel: (802)496-2787
Email: dave@sellersandcompany.com

### 2. Years of Practice

Bast and Rood Architects: 16
Sellers and Company Architects: 41

### 3. Partnership Organization

In addition to the two lead design team members, four additional offices are poised to provide comprehensive supplementary services:

**Engineering Ventures, Inc.**
208 Flynn Ave., Suite 2A
Burlington, VT 05401
Contact: David Boehm, CEO
Tel: (802) 863-6225
Email: davidb@engineeringventures.com

**PC Construction Co.**
193 Tilley Dr.
South Burlington, VT 05403
Contact: Jon Pizzagalli, Project Manager
Tel: (802) 658-4100
Email: jonpizzagalli@pcconstruction.com

**Calthorpe Associates**
2095 Rose St., Suite 201
Berkeley, CA 94709
Contact: Peter Calthorpe, Principal/ Owner
Tel: (510) 548-6800
Email: peter@calthorpe.com

**William McDonough + Partners**
700 East Jefferson St.
Charlottesville, VA 22902
Contact: William McDonough, Partner
Tel: (434) 979-1111
Email: william@mcdonough.com

Any proposal for the WSOC will require seamless integration of several professional fields from start to finish. The four consulting firms above represent some of the most reputable and capable firms in practice today. Services to be provided by each include the following:

| | |
|---|---|
| Engineering Ventures: | Structural and site engineering |
| Calthorpe Associates: | Community and site planning |
| William McDonough Architects: | Sustainable and energy-efficient building design |
| PC Construction: | Cost estimating and building systems consulting |

Within this partnership, the lead design team will interface with and coordinate the work of the consulting firms. [Please note that consultants above are to act in a consulting role only and may be freely engaged by other responders or the State at any time during or following the selection process.]

**4. Implementation Experience**

Rob Bast and Mac Rood have extensive experience in leadership roles in municipal government, and useful networks in Vermont. They have succeeded in difficult projects which required considerable public input, often in situations where others were ineffective. They led the process and developed the design for the City Market in Burlington, for the municipal sewer system in Warren, for the recent Williamstown Middle High School and, this year, for the renovations to the Craftsbury Academy.

Dave Sellers has a unique ability to motivate interest in far reaching projects. He has developed visionary architectural projects across the country, including working with Patch Adams, M.D. to create the Gesundheit Institute for Health. Dave has been involved in business start ups, including Northern Power and the Mad River Rocket Co, whose prime products he invented.

Mac, Rob and Dave have been teachers; Mac and Rob at Yestermorrow School, and Dave at both Yestermorrow and Yale University.

The members of this group have interacted with each other on various projects over periods as long as 40 years. We have a track record of executing projects that are more than architectural: they work to stimulate and add vitality to the communities they share. To our core organizational team we have added colleagues with international credentials in sustainability and community planning, as well as highly qualified engineers and estimators with extensive local and regional experience.

## C. STATE RESPONSIBILITY

In order to provide an accurate and thorough proposal it will be useful, or perhaps necessary, to access the following information:

1. Current Boundary Survey

2. Revised flood maps (when available)

3. Flood mitigation and recovery studies since 1927.

4. Program analysis for the State Mental Hospital including future expansion and scope.

5. A detailed program outlining the requirements and goals for all State departments that were housed in the WSOC. This will be essential for determining the appropriateness of the WSOC for each department, moving forward, and/or for redesigning and renovating buildings to work well for these departments

# D. APPENDIX

## I. Waterbury State Office Complex: Worth Saving?

### A Central Location with Unequaled Space

Mid-way between Montpelier and Burlington, Waterbury is close to being the population center of Vermont. The state office complex, at 700,000 square feet, is also the largest campus of office space in Central Vermont. It has no equal in this regard. It is near to Montpelier for conducting state business or when interactions with the legislative or executive branches are needed.
Many of the state offices can easily return to the State complex. However, we are proposing a future for the State property to be composed of an array of education, sports training, business modeling and incubator spaces and the ARTS.

### A Transportation Crossroads


Waterbury is served by two east-west highways, I-89 and Rt.2, as well as a major north- south highway, Rt. 100. It is also served by the major railroad route through the state. The train could become increasingly important in a world challenged by higher fuel prices. One can envision the possible use of trains to transport workers from Orange County, Washington County and Chittenden County. Communities up and down these corridors benefit from this proximity. Waterbury's location facilitates group travel and will continue to be an important public transportation stop.

### Established Town Support Services

Any enterprise, whether it is the State and its employees or a private company or an educational or non profit institution, benefits from a vibrant local service infrastructure. Waterbury has developed shopping, banking, restaurants and lodging geared to the needs and scale of its working population. The Village of Waterbury has also developed municipal services in fire and police, water and sewer.

Replicating these services in different locations would clearly be difficult and take time.

**A Major Investment of the People of Vermont**

The state office complex has been an enterprise of the State of Vermont since the 19th century. The complex may be said to have the embodied energy of more than a century of work, and had been maintained and used for all of that time. A substantial effort has gone into protecting this investment since the onslaught of Irene. That work has cleaned the buildings, dried them, made sure that their potential for future use is intact and protected. We are very impressed by the effort of BGS in this regard. There are distinct assets of the location which deserve mention and attention:

-A district heating plant. A district plant with a multi fuel capability is a highly economical way to provide heat for a large set of buildings. The infrastructure leading from the plant to the buildings is a major investment and asset of the location as well.

-Structurally sound buildings. The buildings are primarily masonry construction and have survived the flooding well. Removal of non structural wood, wall board, and insulation from the flooded areas has not compromised the buildings as a whole.

- Clean buildings. The buildings are at this point clean and dry. They are waiting for an orderly plan of action to be put in place which will allow the renovation for new roles to take place

-Empty buildings, a golden opportunity to reorganize. To have the empty space ready and available to work without interruption on a renovation plan is a huge asset. As the state has seen in this fall's road reconstruction projects, there is a major advantage to being able to "close the road" and work without interruption. Much time is saved, and therefore, money. Waterbury provides that opportunity at this moment.

## II. Problems to be Solved

**Flooding**

The power building, constructed in 1925, provides considerable instruction on the progress of flood control efforts in central Vermont since the 1927 flood. That flood's high water mark is noted with a small bronze plaque near the top of the central entry door's recessed facade, at about 18 ft of elevation. The recent flood, also of remarkable intensity, achieved a height of only about 7 ft. at the same location (see picture). Flood control dams at Wrightsville, East Barre and Marshfield as well as


the retention capabilities of the greater mass of present day forest may well have made a considerable difference. But not enough. A strategy that protects the complex from at least the level of flooding experienced this year is a necessary first step in any grand plan. No sensible investor would, or should, invest in the complex without flood protection. Users of the site as well need to be confident that an investment in the site will be protected. Once that confidence is established, the opportunities can come into clearer focus.

## Adjusting to the Southwest Approach

Over the years, the approach to the site on the inner horseshoe has diminished in utility and been superseded by the larger horseshoe which goes around the back of the complex. The evolution of the building complex has not been complemented by reorientation of the front of the buildings. This sense of coming in the back door can and should be corrected. The current approach has a negative impact on visitors and employees alike. The redeployment of buildings and interstitial spaces will enhance the workplace and improve the efficiency and organization of any departments which might operate in the complex.

## Buildings crowded on site over time with Uncoordinated Planning

The original 1890 site plan was clear and well organized. Buildings added through 1924 (10 South, 10 North, Weeks) were sensitive to the original site plan and generally complemented the campus. Buildings added from the 30's through the 50's ( "A", "B", Dale, Osgood) began to compromise the clarity of the original plan. The 1962 addition of the Center Core, while surely functional, destroyed any remaining organizational clarity of the southwest side of the campus. Currently, entering the complex from this

side is disorienting and unpleasant for employees and the public.

Over the years, the incremental insertion of buildings into the site destroyed the organization that characterized the earlier iterations of the Vermont State Hospital. Buildings were crowded with little consideration for the creation of attractive outdoor spaces to complement the historic front lawn. We have a unique opportunity to bring a plan back to WSOC, one that recognizes both the historic street entrances and the more recent southwesterly orientation. In so doing, we can build on the strong points of the existing complex and foster a better workplace.

**Compromised Interiors**

The confused arrangement of the building exteriors and approaches only get worse on the inside. The haphazard incremental construction of partitions has created a maze that makes it difficult for anyone to understand how to navigate the buildings. The compartmentalization of the building interiors that may have been necessary in a mental hospital is not conducive to interaction between workers or to a welcoming environment for the public. Although offices generally are well lit by windows, circulation spaces are poorly lit, if at all, having little access to exterior walls and natural light. In general the interior environment was poor even before the flood. A major renovation is necessary to make these buildings a place where people want to work.

## III. Directions and Concepts

**Flood Control**

There are three approaches to minimizing the damage from future floods: 1) keep water away from the entire campus; 2) flood proof individual buildings; 3) raise occupied spaces above the flood level. These three strategies may be used alone, or in combination.

1. A Long Berm

We propose an earthen flood control berm or dike that would protect the Waterbury state office campus and the village of Waterbury. It would run from the high ground of the cemetery on Winooski St., between Randall Street and the corn field, easterly to the complex, around the complex to the south, but still up on the parking level, behind the power house and then between buildings and fields all the way to the Rt. 2 bridge (see exhibit 3 attached). The distance is about 5000 ft. The height of the berm would be set to exceed the high water level of the flood caused by Irene, or in excess of 8 ft.

We envision a vegetated slope with a flat top which would serve as a sort

of serpentine mound, with trees and grassy areas interspersed, thoughtfully landscaped to be easily maintained. Over time, it would become a graceful backdrop, with a walking and bike path along its top. An order of magnitude cost for the berm itself would be around $8.8 million. (see exhibit 4 attached) The benefit to the entire area of this grand gesture would be enormous, and would enable the reuse of not only WSOC, but many adjacent properties.

2. Flood-proofing individual buildings

Individual buildings may be floodproofed using a variety of techniques such as those employed successfully by David Boehm and Engineering Ventures on Burnham Hall in Lincoln VT. Deployed on every building, this strategy would probably be more expensive than protecting the entire campus with a berm, but for particularly sensitive buildings, or in the event that the berm is not constructed, it should be retained as an option.

3. Raise occupied spaces above flood level.

Whenever possible, occupied spaces and sensitive equipment or assets should be raised above the flood level. Certainly new construction, or anything built outside the berm, should be above food level. There are opportunities in selected buildings for abandoning the ground level or converting them to less sensitive uses (parking, arcaded public spaces, etc.).

**Acknowledging and improving the Southwest approach**

In order for the public to have a positive experience with the renovated campus, it is key that the organization of the site be made more coherent and that it acknowledge that due to the size of the campus and volume of parking, most people will be approaching the campus from the southwest, or what has historically been considered the “back” of the site. This can be accomplished by establishing a hierarchy of gateways, open spaces, courtyards and groups of buildings that lead the public by visual cues to the correct location. The re-organization can be done without wholesale demolition of existing buildings, although some buildings may need to be removed.

**Cleaning up the dysfunctional campus site plan**

To correct the disorganization and crowding of the existing site plan we propose addressing the most problematic building, the “Center Core”, built in 1962. This building almost completely fills the space that is surrounded by the Center Building, 10 North and 10 South. We propose removing the second floor of this building and turning the resulting space into an elevated courtyard connecting the surrounding buildings.

The deck of this courtyard (ceiling of the first floor) is a coffered concrete structure that has architectural merit (similar to Louis Kahn's Yale Art Gallery) and would be capable of supporting the courtyard loads. The courtyard would be visible from surrounding buildings and serve as a multilevel sculpture garden and green space. This southwest facing elevated courtyard would be connected to the existing main entrance and front lawn that will serve as a gateway to the center of the campus from the east.

The goal is to preserve and enhance the main green, entry and side greens, to protect and recognize the entire historic façade from towers to towers, and to create a similarly positive experience when approaching from the west.

**Make the interior spaces state-of-the-art model work places**

There is no reason that these buildings, especially the oldest ones, can't be made pleasant, inviting places to work and visit. Most of the buildings are slender (approximately 40 feet wide) which means that everyone can be within 20 feet of an exterior wall and natural light. Access to light and ventilation can be accomplished by removing partitions and opening the space up. Where necessary, especially towards the south, additional windows can be installed. The embodied energy in these buildings is a huge investment that should not be squandered, but the Irene flood has given us an opportunity to bring these buildings into the twenty-first century with a major energy upgrade. Natural light, super-insulation, heat recovery ventilation, non toxic materials and existing district heating are all features that can be incorporated into an environmental showcase collection of buildings. Environmentally sensitive, energy efficient adaptive re-use of historic buildings within an existing village incorporates all the key goals that we should be striving for.

**Consider a Variety of Uses:**

The question of ultimate use of this campus and these buildings should be considered separately from the strategies employed for preserving and enhancing the site. As mentioned at the beginning, it is imperative for many reasons that the campus be restored to its vital place in the fabric of the Village of Waterbury. Once restored, it will be attractive for many different uses, including use as State offices.

Each State agency should put together a program itemizing needs and goals. The proposed rehabilitated campus can be evaluated based on its ability to satisfy the programmatic needs of each agency. It is possible, or even likely, that most original tenants of the campus will want to return to Waterbury, but should that not be the case and alternate users be required, we propose various potential tenants:

1. University of Vermont, Waterbury. An expanded version of the educational facilities that existed before the flood would be a great contribution to Waterbury.

2. Incubator space for entrepreneurs. The concentration of infrastructure and facilities would make the WSOC a great place to host and nurture start-up businesses along the lines of the incubator space developed by Robin Morris in the Mad River Valley.

3. Visual Arts Center. The campus could easily accommodate a collection of workshops and studios for creative arts, including foundries, print shops, large studios etc. The center building and round towers are ideal for gallery and exhibition space if opened up fully.

4. Sports Center. Waterbury is also at the recreation and sports crossroads of Vermont. A training center and sports college promoting skiing, XC, hockey and ski jumping would be a boost to the local economy.

Finally, we believe that it would be appropriate to create an icon as a visual signature for the Waterbury campus, to anchor the project visually and signal its resurrection. (Think Eifel Tower in Paris, or the Ferris Wheel at the Chicago Columbian Exposition.)

In that vein we propose THE SKI JUMP. There is only one Olympic training center for jumping in the East: Lake Placid. A Waterbury ski jump would give Vermont a leg up on possible future Olympics. The jump center will then have direct traffic access from the interstate and will have a wonderful pedestrian walkway from the train station along PARK ROW. We will include that walkway as part of the plan. Also under consideration are a sculpture plaza, garden, ice sculpture park etc. that connects the downtown to the jump center, the train station and the multiple campus activities all at once.

**Conclusion**

The Team presenting this proposal has the skill and business connections to propose specific building plans for the four uses outlined, as well as integrating any of those uses with any level of re-occupancy by the state agencies who previously worked in Waterbury.

1. Olympic Athletes and event organizers for a JUMP CENTER for a deep analysis of required area, training centers, dormitory spaces and facility maintenance and security.

2. Incubator business park with dormitory spaces, classrooms and offices. We suggest linking with a graduate school of business and connect with the Univ. of Vt. Programs.

3. Art Center in the historic façade of the main buildings. We recommend the location of the State Art galleries (there is none presently) and archive offices as a

part of the two towers on the left side of the façade facing Main Street.

4. The center of the façade and the towers on the right will comprise the new Art Education program as a new UVMW (University of Vermont – Waterbury). The upper floor spaces are perfect for dormitory and studio work. The assorted buildings in the rear can easily become foundries, steel and wood shops. The Studio Center in Johnson and UVM can easily participate in the organization of this facility. There is no Art Facility in the USA that matches the opportunities for studio spaces.

The goal of any project at the State of Vermont's Waterbury State Office Complex should be to protect the existing investment of the people, to create a great working environment, and to make the investment needed to realize a vision durable over the long term. The leadership and commitment being shown by the State now will develop a sustainable legacy for generations to come.

## IV. Figures

Exhibit #1 – Programatic Use Designation Plans 1-4

Exhibit #2 – Overall Masterplan

Exhibit #3 – Flood Berm Plan

Exhibit #4 – Flood Berm Estimate

Exhibit #5 – Typical Building Plan

Exhibit #6 – Engineering Ventures Statement

Exhibit #1 – Programatic Use Designation Plans 1-4
Proposed State Art Galleries, Arts Council, and State Art Archives

Art School and Studios

Proposed Business Incubator Facilities


FEMA 100 YEAR FLOOD WAY
FEMA FLOOD PLAIN
50' WETLAND BUFFER
CLASS II WETLANDS
SOUTH MAIN STREET
FEMA FLOOD PLAIN
FEMA 100 YEAR FLOOD WAY
0 50 100 200 300 400 500
SCALE IN FEET
S-1
1 OF 1
WATERBURY STATE OFFICE COMPLEX
FLOOD PLAIN
WATERBURY
SCALE: AS NOTED
DATE: JANUARY 2011
DRAWN BY: S.K. Janawicz
APPR. BY: -
REVISIONS
WATERBURY STATE OFFICE COMPLEX
FLOOD PLAIN
WATERBURY VERMONT
STATE OF VERMONT
Department of Buildings
and General Services
Agency of Administration
Montpelier, Vermont
BGS

Exhibit #2 – Overall Masterplan

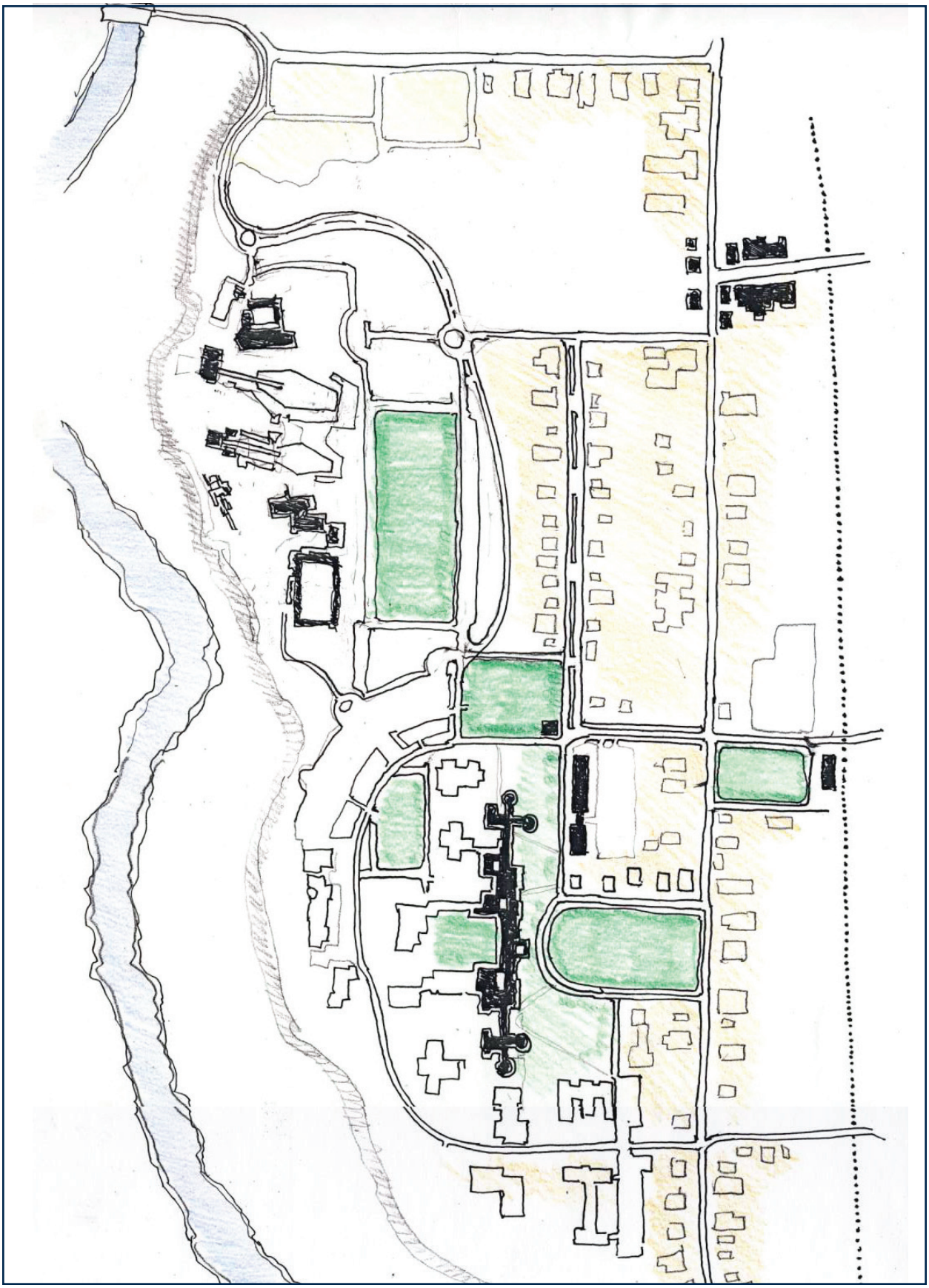
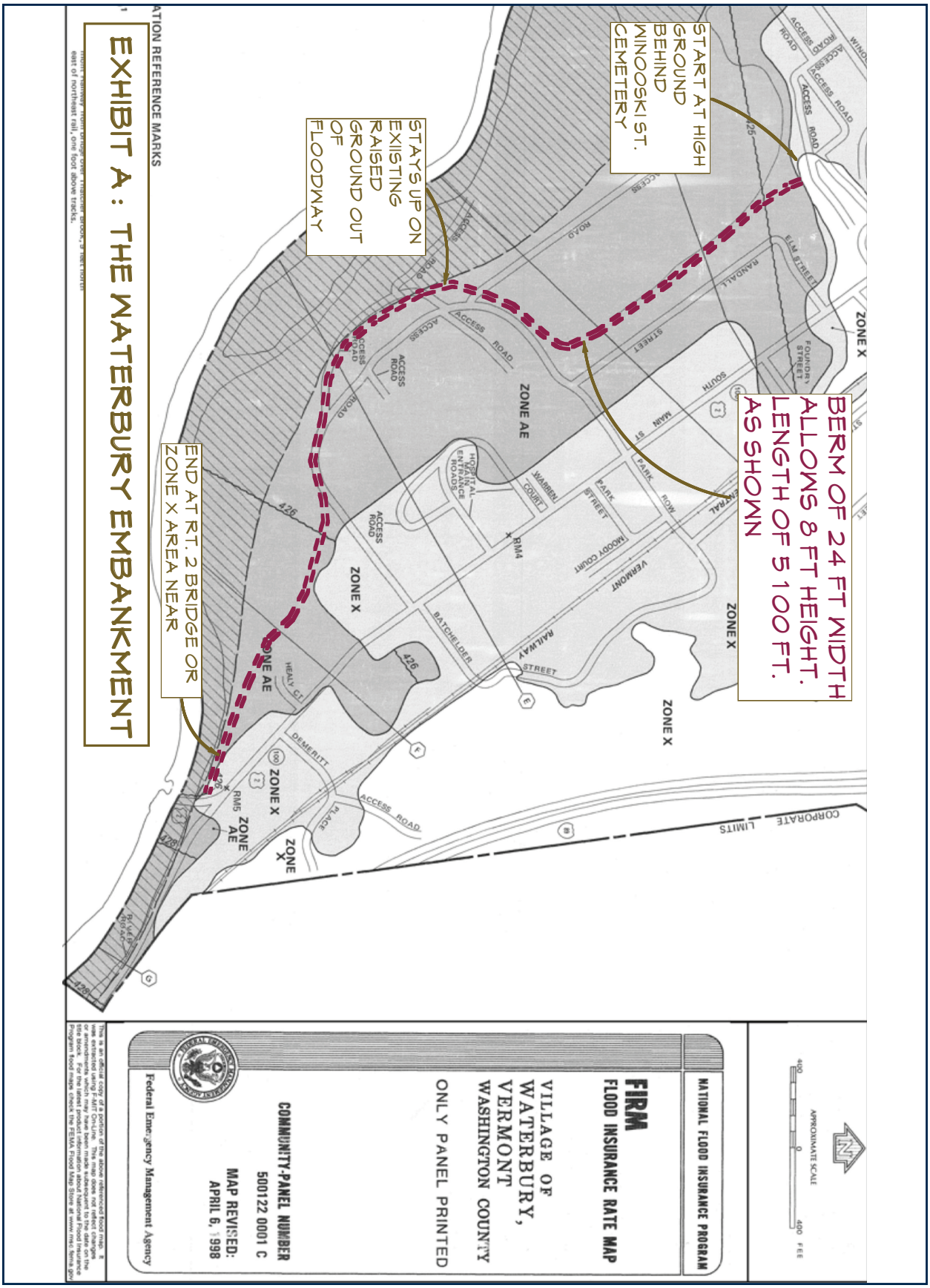
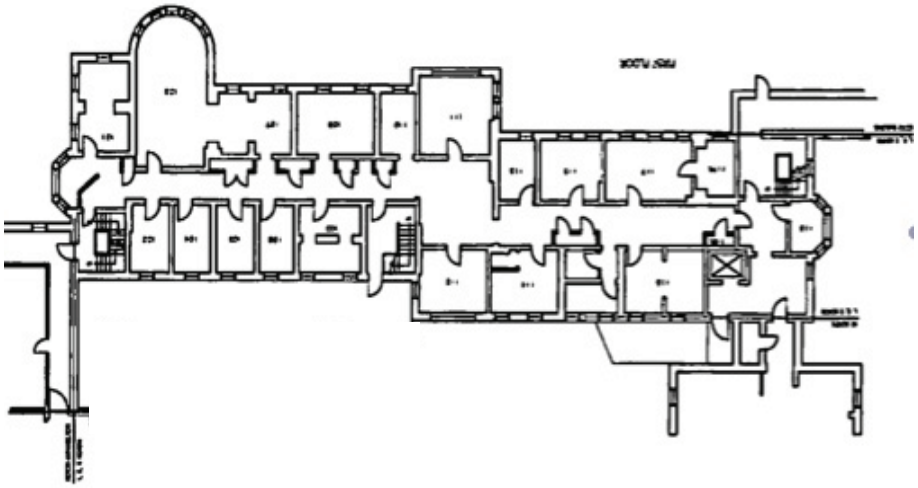


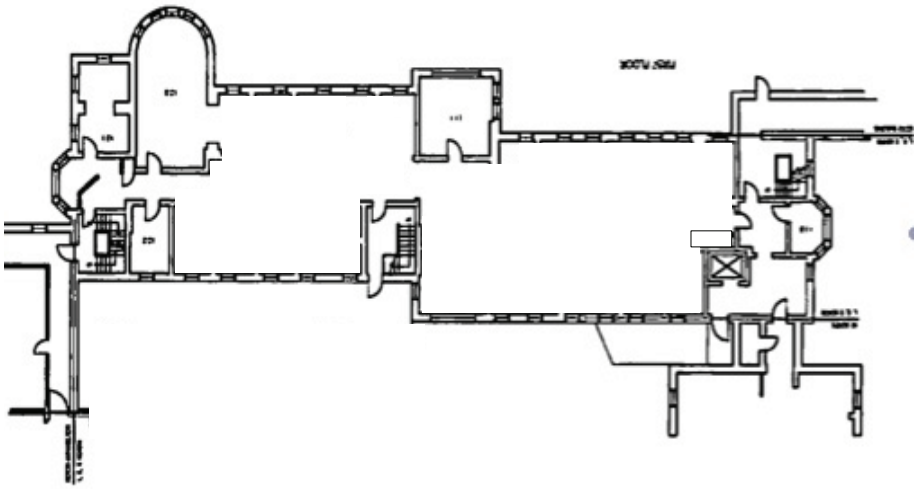
Exhibit #3 – Flood Berm Plan



| WATERBURY FLOOD BERM<br>Preliminary Cost Analysis | |
|---|---|
| **Work Description** | **Amount ($)** |
| Site prep with tree & shrub removal | 50,000 |
| Strip topsoil & pile, load, haul, dispose | 235,000 |
| Access, mats, erosion control | 125,000 |
| **Sub-Total** | **410,000** |
| Drainage through berm from upstream | 150,000 |
| Berm construction | 2,400,000 |
| Access road along berm | 600,000 |
| **Sub-Total** | **3,150,000** |
| Topsoil, grade, seed, fertilizer, mats | 1,000,000 |
| Planting | 500,000 |
| Repair existing conditions | 500,000 |
| **Sub-Total** | **2,000,000** |
| Storage and pumping from the inside | 750,000 |
| Design and permitting costs | 1,000,000 |
| **Sub-Total** | **1,750,000** |
| **Category Totals** | **7,310,000** |
| **± 20% contingency** | **1,500,000** |
| **TOTAL Berm Cost** | **8,810,000** |



Existing typical floor plan is compartmentalized, limiting access to natural light and ventilation. People have little contact with each other and little ability to orient themselves with respect to the overall facility or even their neighbors.



A renovated space could be opened up by the removal of most partitions. Selected offices could be kept for specific needs, and stairways could still be enclosed for fire protection. The overall effect would be greater access to light and air and views to the outside would eliminate the sensation of being "buried" in a vast facility.

Exhibit #5- Typical before and after floor plans

Exhibit #6 – Engineering Ventures Statement

**ENGINEERING VENTURES, PC**

We provide structural and site engineering, permitting, and planning for a wide variety of projects through Vermont and beyond. We work in and are licensed in close to 25 states, and with our staff of 30, including14 licensed engineers, we work on multiple projects at one time and have experience in working on multiple projects on one site within a comprehensive plan for the site or campus.

We are particularly well known for developing creative solutions to unusual problems. We bring great experience, expertise, insight, and a willingness to use state of the art ideas, and we collaborate to push the limits in our engineering to find unique answers.

We have worked on numerous State of Vermont buildings over the years, including buildings at the Waterbury Complex, including recently the renovation of the Waterbury State Public Safety Building. We have also been working recently in Waterbury on the Green Mountain Coffee Roasters expansion.

We have substantial experience and strong reputation with historic buildings in the State. Last month we were called on, on short notice, to send 4 of our staff out to judge conditions at 20+ buildings for the Preservation Trust of Vermont in communities from Waterbury to Wilmington, as well as calls to other private and public clients, following the damage done by Hurricane Irene.

We have worked on many projects involving waterproofing, from full flood protection to buildings located in flood prone areas along waterfronts, and those with serious ground water conditions. Most recently we worked on the Burnham Hall project in Lincoln, VT. This historic building was retrofitted with flood protection measures such that during the recent hurricane, water was well up on this protection at the windows and doors of the lower level and the protection proved invaluable. As part of this project we were responsible for interior measures to resist the hydrostatic pressures created.

Examples of projects where we have worked on numerous buildings or sites on a single site or campus have included the VT Law School, the University of Vermont, a major development site in NH for office/retail/hotel/industry/and residential uses, the Goodyear industrial site in Windsor, Brattleboro Union High School (a six year phased renovation and new construction project), the Burlington Waterfront, Kimball Union School in NH, and many other institutional campus-like and public settings.

Our services for buildings may include initial planning and evaluation, full conditions and existing capacity analysis, structural design for retrofit, renovation, restoration, or new construction. For sites, our work may include planning and master planning, permitting assistance for local, state and federal permits, site evaluations on the surface and below ground, and design for earthwork and grading, utilities, vehicular and pedestrian circulation including roads/parking/walkways, and stormwater management.

# Appendix B

Team Member
Biographies

# David Sellers
**President**

Nomination of David Sellers ('56) for Induction into the New Trier Township High School Alumni Hall of Honor

David is founder and president of Sellers and Company Architects in Warren, Vermont, an internationally recognized leader in environmental and community related designs. Starting in 1974, the company experimented in integration of sustainable energy systems and designs featuring passive and active solar, wood backup, super-insulation, water storage for recirculating heat, composting toilets and windmills. For Vermont Iron Stove Company David's company designed high efficiency combustion techniques. The company has developed other innovations in solar aquatic waste treatment, bio-shelter and co-founded North Wind Power Corp. a pioneer in electric generating wind turbines.

World renowned for his innovative architectural design involving the development and implementation of cutting edge sustainable technology, Dave has, over the last 25 years, worked with Patch Adams and the Cousteau Team designing and building ecologically and culturally sensitive sustainable green eco villages, medical clinics and hospitals for the poor in poverty stricken and ecologically threatened areas of El Salvador, Peru, Haiti, Mexico, Senegal and the Amazon. Applying Patch's requirement for laughter, David's designs celebrate traditional life and encourage civil society to understand that the future of our world depends on permanence and self sufficiency, and that depends upon an artistic infusement into everything we do. He represents the future of how we must all live in a world confronting rapid climate change.

In the area of community design, David's work has ranged from design strategies for new development in the medieval section of Berlin to designing with the CRG (Committee for Responsible Growth) the community center Maple Tree Place in Taft's Corner in Williston, the masterplan for Waitsfield, and numerous pedestrian oriented communities in Seattle, Albany and Connecticut. He has taught the class: "Sustainable Communities of the Future" at the Yestermorrow School. His Gesundheit Institute in West Virginia is a 425-acre community eco-village, with a health oriented focus. His Burlington Urban Design Study, with the support of then-mayor now U.S. Senator Bernie Sanders, is a 200 year plan for the city - and this is just the beginning. He has developed advanced concepts for "Pedestrian Villages" of the future, solar cities and, with students from Norwich University, a "Sprawl Free Vermont" on a 50-mile wide zone across the entire state along existing Amtrak lines.

Describing the depth of his imagination and innovation, combining art, architecture and a sense of humor and humanity, is impossible in a few words. He designed a dormitory for the Putney School, which students helped build, utilizing trees as structure. His "Snow Mold House" successfully tested snow as an inexpensive form for concrete. His Edelstein House in Atlantic City, built on wood pilings driven into the sand, utilizes passive solar and natural vent air-conditioning. He has designed a human powered pedal train (for commuting in Vermont); a "Butterfly House" with mirrored sides that unfolds for camp or vacation use and is invisible in the woods; and an underground house with a grass roof flush to the ground that pops up on hydraulic cylinders.

David's awards and design competition wins have been numerous. He has won six AIA awards of excellence and, to name a couple, the design competitions for the completion as a bio-shelter of St. John the Divine Cathedral in New York City and the Carmenet Winery in Sonoma, California as an earth shelter tunnelled in rock. He was selected as one of the top 100 architects in the world by Architectural Digest and, with such environmental innovators and visionaries as Bill McKibben of 350.org and Bill McDonough, is on the Board of Advisors of Yestermorrow Design/Build School, which grew out of the Goddard College Design/Build program which David founded. Most recently (in April, 2011) he founded the Madsonian Museum of Industrial Design (madsonian.org) "to celebrate the great designs and encourage a civil society to understand that the future of a material world depends on permanence, and that depends on artistic infusement into everything we do".

David obtained his B.S. and Masters in Architecture from Yale University. He has been on the faculty at Yale University, MIT, Univ. of Washington and lectures frequently on design and the environment. His office and studios have been in Warren, Vermont since 1974.

**L. MACRAE ROOD**

**I. Education**
-Dartmouth College, B.A. 1973
-University of California, Berkeley, M. Arch 1978

**II. Registration**
-Registered Architect in Vermont
-Certified, National Council of Architectural Registration Boards.

**III. Experience**
-Partner, Bast & Rood, Architects 1995- present
-Construction:
-1978-1994, owner of Hestia Inc., a design /build firm engaged in development, financing, design and construction of residences throughout Vermont
-Teaching:
-Since 1980, teaching at the Yestermorrow Design Build School, Warren, VT;
-Design studio, Ball State University, 1994 and 1995
-Executive Director, Yestermorrow School, 1992-93.
-Hydroelectric Development:
-From 1983-1989 , as partner in Mad River Hydro, developed over 1 megawatt of capacity at four sites.
-Additional architectural experience:
-Sellers & Co. 1973-75
-Logan & Heines 1976
-William Maclay Architects & Planners 1982-83
-Truex, Degroot,Cullins 1994

**IV. Public Service & Affiliations**
-Board of Selectmen, Warren, VT 2002-present; Chair 2006-2007
-Board of Directors, Yestermorrow Design/Build School 2002-present; Chair 2006-present
-Chairman, Warren Education Fund 1999-2002
-Moderator for annual Town of Warren school meeting 1996-present.
-Board of Directors, Vermont Independent Power Producers Association, 1986-1992.
-Board of School Directors, Warren Elementary School, 1985-94, Chair, 93-94.
-Member, Vermont Businesses for Social Responsibility

**V. Publication**
-The Independent Home, Michael Potts, Chelsea Green, 1993
-Yankee , March 1990
-Practical Homeowner , September 1989
-Esquire , September 1986
-Green Lumber Construction, Leigh Seddon, Gardenway, 1981

**VI. Languages**
-French, Italian.

**L. MACRAE ROOD Background**

Macrae Rood's professional architectural experience has included commercial design, as well as residential design/build, both in new construction and renovation. This background has been enhanced by exploration of related fields such as development and construction.

The prime skill required of an architect is the ability to assess a situation of new and unknown proportions and set up a problem-solving procedure to cope with it in an efficient, cost effective manner. In addition to aesthetic considerations, there is often a requirement for delicate negotiations among interested parties, assessment of economic considerations, historical and code issues, permit issues, land swaps, sewer systems, etc.

Rood's broad experience is an asset to any project which requires more than the basic architectural approach.

**Construction**

Rood has extensive construction experience first as a carpenter and then as owner of a design/ build firm. Practical first hand experience with the assembly of buildings, materials use, scheduling, estimating and completion of construction projects is an invaluable and rare asset for a design professional. As an architect, Rood has been able to streamline the construction process because he can communicate effectively with builders and understand their needs.

**Sustainability**

A commitment to sustainable practices has been constant throughout Rood's career. Projects include a solar house in 1978, startup of a plastics company to build prototype composting toilets for Clivus Multrum USA, exploration of superinsulation techniques in housing, and startup of an energy generation company which developed hydroelectric plants selling one megawatt of capacity to utilities and financed a wind turbine company.

**Education**

Rood has demonstrated a commitment to education. With the founder of the school he co-taught the first courses at Yestermorrow Design/Build School. He was the first executive director of the school subsequent to the founder. This school has been in operation since 1980, teaching design/build to students in architecture schools, to homeowners and to businesses. The school is experiencing major growth, and now teaches to over 1200 students per year.

Rood is currently the chair of the Yestermorrow Board of Directors.

**Community involvement & connection to Mad River Valley**

Through involvement in local politics and municipal projects, Rood has acquired an understanding of how communities work and how he can best contribute to them.

Since moving to Warren in 1973, Rood :

- organized the construction of the softball field and playground elements at the recreation field, and organized the valley softball league.

- established the public/private partnership that built the core of the Warren Village sewer system

- was elected to and served on the Warren School Board for nine years, including a stint as chairman

- was the chairman of the Warren Education Fund, a private charity which raised approximately $600,000 per year for the school system.

-has been the elected moderator of the annual school meetings since 1996

- currently serves on the Warren Board of Selectmen, a position to which he was elected with broad support from a cross section of the population.

Many years of service on community projects has made Rood a good mediator, comfortable with the public and responsive to a variety of viewpoints.

**Development**

Rood has been involved in development in the belief that the structure, organization, financing and purpose of any project is integral to its success.

- Rood and his partner Rob Bast are currently developing a "smart growth" community called Green Street, within Hinesburg VT. This twenty five house village will be a pedestrian friendly community integrated into an existing village.

-Mad River Hydro Co., a partnership with William McDonough developed hydroelectric generating plants in Vermont that sold power to public utilities. These projects required skills in site assessment, negotiation of easements, acquisition of properties, extensive permitting and environmental analysis, and establishment of limited partnerships to finance the projects.

-Rood has designed and built eight houses in Vermont as "spec" houses. These were high-end projects for which Rood assumed all financial risk, and included land acquisition, programming and marketing.

-When necessary Rood has intervened in projects to assist an owner in issues normally associated with development as opposed to architecture. A prime example is the Pitcher Inn in Warren. This project was about to be abandoned by the owner due to insurmountable permit issues. Rood acquired the project (through an option), resolved the permitting issues through negotiation with the opponents, and re-engaged the original owner. The architecture was eventually executed in a joint venture between Bast & Rood and Sellers & Co.

**Miscellaneous**

-Rood and his family have hosted numerous visitors from Russia, Finland, the Republic of Georgia, Moldova, Azerbaijan, Uzbekistan and Kyrgyzstan through Project Harmony, a cultural exchange program.

-Rood has been a tour guide leading groups by horseback on inn to inn rides in the Mad River Valley for the Vermont Icelandic Horse Farm.

-Lincoln Plastics, a company owned by Rood and Bast, manufactured prototype composting toilets and architecturally designed shower /sink units from fiberglass.

-Rood traveled throughout West Africa in 1973 and 1975 collecting African art which was subsequently exhibited in the High Museum in Atlanta and acting as interpreter for his father who was doing research into American investment in the region.

-Rood lived on the Pine Ridge Lakota Reservation in South Dakota for two months teaching tribe members how to build houses out of locally available resources, namely mud bricks and hand peeled logs.

Bast & Rood Architects
PO Box 220, Hinesburg, Vermont, 05461
t.802.482.5200 f.802.482.3953 bastrood@gmavt.net

For **Rob Bast**, three decades of architecture, construction, engineering, government and public service, teaching, leadership training and family life have gone into making a contribution to a more beautiful, sensible and sustainable built landscape.

I. Professional Experience

° Partner, Bast & Rood, Architects, 1994- 2006

° Additional professional experience in architectural and engineering firms over 21 years

° Construction experience: General Contracting, Construction Management., Carpentry .

°Lecturer and instructor at Yestermorrow Design/Build School, Warren, Vt.

III. Registrations

° Registered Architect, State of New Hampshire, #2147, State of CT #10479

° Registered Architect, State of Vermont, #1732

° E.I.T. (Engineer in Training) Certification, State of Vermont, #T-1246

IV. Public Service

° Hinesburg Selectboard for 15 years ; Chair for 5 years . 1985-99, 2003-presesnt

° CVU Addition Design Committee, Hinesburg Member, 2002-4

° Board Member State Infrastructure Bank Board, 1997-2001

° President, Vermont League of Cities and Towns, 1995- 97

° Board of Directors, Vermont League of Cities and Towns, 1994- 97

° Member, Vt. A.O.T. Vermont Road Design Standards Committee, 1995-1997

° Chair, Chittenden County Rural Planning Organization, 1993-1995

° Candidate for the Vermont House of Representatives 2001

° Chair, Lake Iroquois Recreation District Joint Municipal Survey Committee, 1991

° Speaker, Governor's Conference on Growth Centers, 1989

° Hinesburg Planning Commission, 1979-1984, Chairman 1983-84.

Bast & Rood Architects
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° Panelist at conferences ad presentations on a variety of municipal related issues.

VI. Profile

°Father of two, married to Laura Carlsmith; built our own home in Hinesburg.
° Trustee, Weeks State Park Association
° Builders for Social Responsibility
° Vermont Businesses for Social Responsibility

## **William McDonough,** FAIA, Int. FRIBA Founding Partner

### Education

Yale University, School of Architecture, Master of Architecture, 1976

Dartmouth College, Bachelor of Arts, Magna cum Laude, Phi Beta Kappa, 1973

William McDonough, FAIA, Int. FRIBA is a designer, architect, and pioneer in the sustainability movement. He is a thought leader and co-creator of the Cradle to Cradle® approach to design. Fully supportive of the concept of a circular economy, McDonough's counsel is sought by political, business and academic leaders world-wide. He advises top leaders in all sectors of human activity including venture capital, government policy, city design, building design, product manufacturing, industrial systems, economic systems and new business models, energy and water systems, and material reutilization in biological or technical cycles.

McDonough has been leading the sustainable development movement since 1976, while still a student at Yale University School of Architecture, when he built the first solar heated house in Ireland. In 1996, he became the only individual to receive the Presidential Award for Sustainable Development, the highest environmental honor ever given in the U.S. In 2003, he received a second award from the White House, the Presidential Green Chemistry Challenge Award, for his work in science and industrial production. In 2004, he received the U.S. National Design Award, the highest design award in the United States. In 1999, Mr. McDonough was named "Hero of the Planet" by Time magazine, and later in 2007, "Hero of the Environment."

McDonough founded William McDonough + Partners, an architecture and community design firm, in New York in 1981, and co-founded MBDC (McDonough Braungart Design Chemistry) in 1995. In 2010, McDonough and Dr. Michael Braungart donated their Cradle to Cradle certification program for the international public benefit by founding the Cradle to Cradle Products Innovation Institute in San Francisco at the request of Governor Schwarzenneger. The Financial Times of London, quoted SustainAbility founder and corporate responsibility guru John Elkington as estimating that McDonough and Braungart's gift was worth "Hundreds of millions of dollars per year."

McDonough and Braungart co-authored two of the most recognized books of the sustainable design movement: The Hannover Principles: Design for Sustainability (1993) and Cradle to Cradle: Remaking the Way We Make Things (2002).

# PETER CALTHORPE

PRESIDENT

Peter Calthorpe was named one of 25 "innovators on the cutting edge" by Newsweek Magazine for his work redefining the models of urban and suburban growth in America. His long and honored career in urban design, planning, and architecture began in 1976, combining his experience in each discipline to develop new approaches to urban revitalization, suburban growth, and regional planning.

Mr. Calthorpe's early published work includes technical papers, articles for popular magazines, and a number of seminal books, including Sustainable Communities with Sim Van der Ryn, and The Pedestrian Pocket Book with Doug Kelbaugh. The Next American Metropolis: Ecology, Community, and the American Dream, published in 1993, introduced the concept of Transit-Oriented Development (TOD) and provided extensive guidelines and illustrations of their broad application. His book with William Fulton, The Regional City: Planning for the End of Sprawl, explains how regional-scale planning and design can integrate urban revitalization and suburban renewal into a coherent vision of metropolitan growth.

Mr. Calthorpe has lectured extensively throughout the United States, Europe, and South America. He has taught at U.C. Berkeley, the University of Washington, the University of Oregon, and the University of North Carolina. Over the years he has received numerous honors and awards, including appointment to the President's Councils for Sustainable Development.

After studying at Yale's Graduate School of Architecture, he joined the Farrallones Institute as Director of Design. Beginning private practice in 1978, with the firm of Van der Ryn, Calthorpe and Partners, his work ranged from large community planning to commercial complexes and public buildings. His architecture, planning, and research from this period established his leadership in passive solar design, producing countless publications and three National HUD awards.

Since forming Calthorpe Associates in 1983, his work has expanded to include major projects in urban, new town, and suburban settings in the United States and abroad.

With groundbreaking work in Portland, Salt Lake, Austin, the Twin Cities, and Los Angeles, he has helped established the emerging field of regional design.

During the Clinton presidency, Mr. Calthorpe provided direction for HUD's Empowerment Zone and Consolidated Planning Programs as well as the Hope VI program to rebuild some of the country's worst public housing projects. In 1992, he became a founder of the Congress for New Urbanism and was its first board president.

Internationally his work in Japan, China, Italy, Tunis, Jordan, Australia, and the Philippines has demonstrated that community design with a focus on environmental sustainability and human scale can be adapted throughout the globe. Mr. Calthorpe has recently been selected by the State of Louisiana to lead its long-term growth and redevelopment planning following hurricanes Katrina and Rita.

Through design, innovation, publications, and realized projects, Peter Calthorpe's 30 year practice has helped solidify a national trend towards the key principals of New Urbanism: that successful places – whether neighborhoods, villages, or urban centers – must be diverse in use and user, walkable and transit-oriented, and environmentally sustainable. In recognition of his work, he was awarded ULI's prestigious "J.C. Nichols Prize for Visionaries in Urban Development" in 2006.

# Paul Goldberger

Architecture Critic, The New Yorker

Paul Goldberger is the Architecture Critic for The New Yorker, where since 1997 he has written the magazine's celebrated "Sky Line" column. He also holds the Joseph Urban Chair in Design and Architecture at The New School in New York City. He was formerly Dean of the Parsons school of design, a division of The New School. He began his career at The New York Times, where in 1984 his architecture criticism was awarded the Pulitzer Prize for Distinguished Criticism, the highest award in journalism.

He is the author of several books, most recently Why Architecture Matters, published in 2009 by Yale University Press; Building Up and Tearing Down: Reflections on the Age of Architecture, a collection of his architecture essays published in 2009 by Monacelli Press, and Christo and Jeanne-Claude, published in 2010 by Taschen. In 2008 Monacelli published Beyond the Dunes: A Portrait of the Hamptons, which he produced in association with the photographer Jake Rajs. Paul Goldberger's chronicle of the process of rebuilding Ground Zero, entitled UP FROM ZERO: Politics, Architecture, and the Rebuilding of New York, which was published by Random House in the fall of 2004, and brought out in a new, updated paperback edition in 2005, was named one of The New York Times Notable Books for 2004. Paul Goldberger has also written The City Observed: New York, The Skyscraper, On the Rise: Architecture and Design in a Post-Modern Age, Above New York, and The World Trade Center Remembered.

He lectures widely around the country on the subject of architecture, design, historic preservation and cities, and he has taught at both the Yale School of Architecture and the Graduate School of Journalism at the University of California, Berkeley in addition to The New School. His writing has received numerous awards in addition to the Pulitzer, including the President's Medal of the Municipal Art Society of New York, the medal of the American Institute of Architects and the Medal of Honor of the New York Landmarks Preservation Foundation, awarded in recognition of what the Foundation called "the nation's most balanced, penetrating and poetic analyses of architecture and design." In May 1996, New York City Mayor Rudolph Giuliani presented him with the New York City Landmarks Preservation Commission's Preservation Achievement Award in recognition of the impact of his writing on historic preservation in New York. In 1993, he was named a Literary Lion, the New York Public Library's tribute to distinguished writers. In 2007, he was presented with the Ed Bacon Foundation's Award for Professional Excellence, named in honor of Philadelphia's legendary planner, and in 2009 he received the Gene Burd Urban Journalism Award from the Urban Communication Foundation.

He has been awarded honorary doctoral degrees by Pratt Institute, the University of Miami, Kenyon College, the College of Creative Studies and the New York School of Interior Design for his work as a critic and cultural commentator on design. He appears frequently on film and television to discuss art, architecture, and cities, and is now at work on a program on the architect Benjamin Latrobe for PBS. He has also served as a special consultant and advisor on architecture and planning matters to several major cultural and educational institutions, including the Morgan Library in New York, the Corcoran Gallery of Art in Washington, D.C., the Carnegie Science Center in Pittsburgh, the New York Public Library and Cornell and Harvard universities. He serves as special advisor to the jury for the Richard A. Driehaus Prize, a $200,000 prize awarded annually for traditional architecture and urbanism. He is a graduate of Yale University, and is a trustee of Kenyon College in Gambier, Ohio; the National Trust for Historic Preservation in Washington, D.C.; the Forum for Urban Design, and the New York Stem Cell Foundation. He is married to Susan Solomon, and they are the parents of three sons: Adam, a composer for film and television in Los Angeles; Ben, journalist with the Chicago News Cooperative, and Alex, an Olympics researcher at NBC. He resides in New York City.

# Renaissance Development Company

# Waterbury Office Complex – Feasibility Study

## EXPERIENCE & PROFILE

The principals of the firm have a high level of expertise both in Vermont and in other parts of the country in commercial, residential and mixed use real estate development including project master planning and permitting, project oversight, structured financing, new construction, historic rehabilitation, downtown redevelopment, energy efficiency and green retrofits, and tax credit syndication. All have professional experience working in both the private and public sectors in Vermont.

The principals have extensive, direct experience implementing projects similar to that proposed for the Campus (see the examples highlighted below). Individually and as a team, they have time and again brought some of the toughest projects in Vermont to successful conclusion. They understand intimately the unique challenges posed by a project of this scale and profile. Working at the nexus of private and public sectors, the principals have earned the respect of lenders, investors, public officials, design professionals and builders for their honesty, creativity and ability to get difficult things done, on time and on budget.

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**Andrew Broderick**

Mr. Broderick has worked to bring private equity to serve community purposes for over 20 years. Starting in 1990 as the founding Executive Director of the Brattleboro Area Community Land Trust, a nonprofit development company in Bellows Falls, Vermont, he went on to work between 1996 and 2009 as head of development than as President and CEO of Housing Vermont, a company that develops and finances affordable housing. While there, he founded the Green Mountain Housing Equity Funds, raising over $150 million in private equity that was invested in some 2 million sq. ft. of affordable housing and community facilities. In 2009 and 2010, Andy served as Executive Managing Director of GreenSpace Developments, a New York City-based investment fund created to finance nonprofit-owned and LEED-certified office and program facilities. He is a principal in New Generation Partners, a Vermont renewable energy development company that works in partnership with tax-exempt organizations. Mr. Broderick joined Vancity, a $15 Billion member-owned financial institution (www.Vancity.com) in Vancouver, BC, as Vice President of Community Investment in 2010. He has helped to direct Vancity's efforts to increase lending and investing in sectors that have positive social, environmental, and economic impacts on members' communities. He currently serves on the board of the Tsawwassen First Nation Economic Development Corporation in British Columbia.

He has served on the Vermont Housing and Conservation Board, as President of the National Association of State and Local Equity Funds, and as chairman of the Affordable Housing Advisory Council of the Federal Home Loan Bank of Boston.

*Contact Information*

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**Jeffry Glassberg**

Mr. Glassberg is the principal of Renaissance Development Company, a real estate development and project management firm based in Vergennes, Vermont. Jeff has more than 25 years of experience in construction and development, including commercial, residential and hospitality projects. His areas of focus include downtown redevelopment, historic preservation, mixed use, hospitality development, and tax credit syndication. The company provides complete project management services from initial project conception, to construction period administration, through to sale and lease-up. Mr. Glassberg is a former Vice President for Development of Housing Vermont, the country's pioneering statewide housing equity fund, and a former principal of Capital Ideas, Inc., a housing syndication firm that provided consulting services to lenders and developers throughout New England. In addition, he was a partner in the firm of Preservation Investments, Ltd., the developer of Officers' Row at Fort Ethan Allen in Colchester, Vermont and the Marble Works in Middlebury, Vermont. Mr. Glassberg is an honors graduate of the University of Vermont, and an Associate of the Vermont Leadership Institute at the Snelling Center for Government at the University of Vermont. Mr. Glassberg served as a director of the Addison Northwest Supervisory Union, the Vergennes Partnership, Habitat for Humanity of Addison County, the Vermont State Infrastructure Bank and the Vermont Community Loan Fund.

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**Emily Wadhams**

Ms. Wadhams is a historic preservation professional with over 30 years of experience in all aspects of the field from real estate development to public policy advocacy. Based in Burlington, Vermont, her consulting firm provides historic preservation services and specializes in endangered or difficult to develop properties. She is currently establishing a Historic Places Revolving Fund for the Preservation Trust of Vermont, which acquires options on endangered historic properties, primarily in downtowns, and finds new owners. Previously, Ms. Wadhams served for seven years as the Vice President for Public Policy at the National Trust for Historic Preservation, a national non-profit organization with its headquarters in Washington, DC. She was responsible for managing the organization's local, state and federal policy agenda and developed its new Sustainability Program, raising over $3 Million in funding. As part of that effort she started the Preservation Green Lab in Seattle specializing in research to make the case for the reusing older buildings and reinvesting in existing communities. From 1998 through 2003 she served as the State Historic Preservation Officer for the State of Vermont, which housed the Vermont Downtown and Village Center Program. For many years she was a consultant to non-profit and for-profit affordable housing developers managing the development and rehabilitation of historic buildings, primarily in Vermont. Ms. Wadhams earned an M.S. degree in Historic Preservation from the University of Vermont. She currently serves on the Vermont Housing and Conservation Board and the Washington, DC-based Smart Growth America Board.

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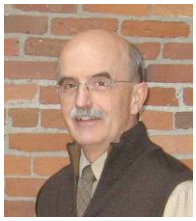
ENGINEERING VENTURES PC

**FIRM OVERVIEW**

Engineering Ventures, PC is an experienced, consulting engineering firm operating and licensed in Vermont, New Hampshire, New York and surrounding states. Select, qualified professionals and technicians provide a broad range of civil engineering services with specialties in structural and site engineering, permitting and planning. Serving both private and public clients, Engineering Ventures offers service from the office headquartered in Burlington, Vermont, as well as offices in Lebanon, New Hampshire, and Saratoga Springs, New York.

Engineering Ventures has been incorporated since 1994. Its principals' project and firm ownership history is effectively 30+ years in the Burlington area.

**KEY PERSONNEL**



**David Boehm, P.E., Founder** of the firm has 40 years of experience, with degrees in engineering and planning. He has been engaged in consulting engineering in the Burlington area for more than 30 years, with 25 years in private practice. His experience includes project management, engineering for both site and structural projects, and municipal planning. David received the 1983 Young Engineer of the Year award from the Vermont Society of Professional Engineers, as well as the 1990 Vermont Engineer of the Year award, which is selected by all the professional societies within the state. He has served on numerous municipal boards where he held several offices. David has served on the American Society of Civil Engineers, the American Consulting Engineers Council, as the President of the Vermont Society of Professional Engineers, the Vermont AOT Wooden Bridge Advisory Team & Transportation Standards Committee, and has been a member of the National Trust for Historic Preservation. In addition, he has served on the Department Advisory Boards of the University of Vermont and Vermont Technical College, where he has also guest lectured. His teaching credits include Adjunct Professor at UVM, and at Chesapeake College, Maryland.

**Robert Neeld, P.E., President,** with an engineering degree from the University of Vermont, has 28 years of experience in consulting firms. In a firm of multi-disciplines; civil, structural and permitting, Bob has been integral in making Engineering Ventures one of the most respected structural engineering firms in Vermont. The body of Bob's work encompasses many well known, award winning projects including hospitals, schools and universities, athletic facilities, commercial facilities such as office buildings, museums, ski resorts and heavy timber structures, churches, public buildings, and many unique residences ranging in size up to 25,000sf. Bob's work with historic structures includes having spent time in Mississippi helping out with the aftermath of Hurricane Katrina, and work in Cuba to aid in the historic preservation of churches in that country. Bob has served as the President of the Structural Engineer's Association of Vermont (SEAVT), the Chairman of the Committee to Develop Snow Load Standards for the State of Vermont as well as serving on the development team for the BGS Guidelines, and Chairman for the Town of Williston Historic Preservation Committee. In addition, he is a

member of the American Society of Civil Engineers, the Timber Framer's Guild, and he is an Affiliate Member of the American Institute of Architects.

**Peter Gibbs, P.E., Vice President,** with a Master of Engineering degree from Rensselaer Polytechnic Institute, has been practicing site/civil engineering for over 28 years in the states of New York and Vermont. Peter received his Bachelor of Science in Ocean Engineering and his Bachelor of Science in Civil Engineering at the Florida Institute of Technology. He previously owned his own firm based in Westport, New York, engaging in site development and municipal engineering projects, and was an owner of an Architect/Engineer/Survey/Materials Testing firm in Plattsburgh, New York. The breadth of his experience encompasses municipal facilities, commercial and residential development, surveying, soil/concrete testing, and collaboration directly with architectural firms. Peter's focus has been on efficient stormwater management designs and effective erosion control measures, with substantial experience in earthwork projects ranging from single family lots to grading and new utility systems on 500+ acre sites. He has training by the Corps of Engineers Freshwater Wetlands Delineation at Rutgers University, and he is a Certified Professional in Erosion Control and Sediment Control. Peter is a member of the Construction Specification Institute and the American Water Works Association.

**Kevin P. Worden, P.E., LEED AP, and Vice President,** is a graduate of Worcester Polytechnic Institute, with Bachelor of Science degrees in both Civil Engineering and Humanities. He was named the 2001 Vermont Young Engineer of the Year. Kevin is a LEED and Sustainability Specialist at Engineering Ventures, contributing 17 years of experience in permitting, civil and structural engineering design. He takes a holistic and innovative approach to projects, grounded in the fundamentals of engineering. Fostering long lasting connections through project collaboration is important to Kevin. Kevin's recent projects with innovative stormwater systems include Burlington Co-housing (Centennial Brook Watershed), the Champlain College Stormwater Master Plan and the Dartmouth College Life Science Center which will store and reuse roof water. He is a past member of the American Society of Civil Engineers, where he held the positions of Treasurer and President, as well as Tau Beta Pi, the National Engineering Society, and Chi Epsilon, the National Civil Engineering Society. In addition to being LEED Accredited, Kevin is a registered New Hampshire Subsurface System Designer. He is a member of the Burlington Development Review Board and a volunteer at the Flynn Theater.

**Russ Miller-Johnson, P.E., Senior Engineer,** has over 27 years of progressive experience in sustainable structural engineering design including lead engineer roles in management and execution of projects. He has significant experience in assessments, renovations, rehabilitations, additions, expansions, field inspection, and construction engineering for all types of construction. His work also includes performing quality assurance and peer reviews, as well as client administration. Russ has been involved in sustainable projects throughout his practice. He is currently serving on the American Society of Civil Engineers Structural Engineering Institute's Sustainability Committee. In this capacity, he is working on the "Structural Engineer's Guide to Sustainability", has presented a paper on the use of Fabric Formwork as an Alternative Concrete Construction Technology at the 2009 Structures Congress, and is working on a paper concerning structural detailing for enhanced thermal performance. He is a member of Green Globes, as well as the Vermont Green Building Network. He is leading Engineering Ventures' implementation of Life Cycle Analysis and $CO_2$ load calculations.